

LONG-RANGE INTERPRETIVE PLAN

HARRY S TRUMAN NATIONAL HISTORIC SITE

“A MOST UNCOMMON COMMON MAN”



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prepared by

**Department of the Interior
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Harry S Truman National Historic Site

**Harpers Ferry Center
Interpretive Planning**

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INTRODUCTION

*“I tried never to forget
who I was and where I’d
come from and where
I was going back to.”*

Purpose and Context of the Plan

This Long-Range Interpretive Plan (LRIP) for Harry S Truman National Historic Site is a component of the park’s Comprehensive Interpretive Plan (CIP), as outlined in the National Park Service Interpretive Guidelines (DO-6). Using the park’s mission, purpose, and resource significance statements, plus the primary interpretive themes and visitor experience goals, this plan articulates a vision for the park’s interpretive future, and recommends the media and programs best suited for meeting visitor needs, achieving management goals, and telling the park stories. These foundation elements come directly from- or are based on- similar statements in the park’s Strategic Plan and in the recently approved revision of the General Management Plan (GMP).

A previous Interpretive Plan for the park, approved in 1984, was an interim Interpretive Prospectus completed by Harpers Ferry Center (HFC). Since then, many changes have occurred in park facilities, resource knowledge, interpretive media, programs, and in management philosophy. Specific additions of the Grandview Farm, George and Frank Wallace Homes, and the Noland House to the park have created new interpretive potentials. The park also wants to strengthen relations with other Truman-related sites and other potential partners in the region.

This current long-range interpretive planning effort follows the recent completion of a revision to the park’s GMP. Information, orientation, interpretation, and education proposals in the GMP are expanded and described in greater detail in this implementation plan.

This plan is not an end in itself, but rather, it establishes the overall framework for the next phases of the process- program planning, and media planning, design, and production over the next 10+ years. Further, as stated in NPS-6, the park needs to develop Annual Implementation Plans and an Interpretive Database to complete the CIP.

GENERAL INFORMATION

The Truman Home is located in downtown Independence, Missouri, 12 miles east of Kansas City. The Truman Farm is located approximately 20 miles south of Independence in Grandview, Missouri. All park sites lie within easy access of Interstates 70 and 435 and 71 Highway. Combined federal acreage for the Independence and Grandview units is 6.67 acres. The park leases a separate building in downtown Independence for use as a visitor center.

Other prominent Truman related sites in the area include the Truman Presidential Museum and Library, the Jackson County Courthouse-Truman Administrative Courtroom, and the Harry S Truman National Historic Landmark District. There are other secondary structures in the area that relate to Mr. Truman's life in Independence and Kansas City. Mr. Truman's birthplace is located 118 miles south of Independence on 71 Highway and is administered by the State of Missouri.



LEGISLATIVE BACKGROUND

On December 8, 1982, Secretary of the Interior James Watt proclaimed Harry S Truman National Historic Site under the authority of the 1935 Historic Sites Act to protect the site's resources pending action by Congress. The national historic site was established by Congress on May 23, 1983 (P.L. 98-32), "... to preserve and interpret for the inspiration and benefit of future generations the former home of Harry S Truman, thirty-third President of the United States." On October 2, 1989 (P.L. 101-105), Congress authorized the acquisition of the "Frank G. Wallace house and the George P. Wallace house and associated lands..." and "the Noland/Haukenberry house and associated lands."

Later, on December 14, 1993, Congress authorized the acquisition of the Truman Farm Home, by donation, from Jackson County, Missouri. Congress also authorized and directed the Secretary of the Interior to provide appropriate political subdivisions of the State of Missouri with technical assistance for the development and implementation of plans, programs, regulations, or other means for minimizing the adverse affects on the Truman Farm of the development and use of adjacent lands.



MISSION, PURPOSE, & SIGNIFICANCE

Park Mission

The mission of Harry S Truman National Historic Site is to interpret the broad life experiences of President Truman encompassed in the National Park Service resources in Independence and Grandview and to preserve those resources which tell his life story. The park seeks to educate present and future generations about Mr. Truman, his role as a citizen, and his influence on history.

Park Purpose

The purpose of Harry S Truman National Historic Site is to preserve and interpret President Truman's home and three related homes in Independence, Missouri, and the Truman Farm Home in Grandview, Missouri, including all related artifacts and to interpret Mr. Truman's life in both communities.

Park Significance

The park is significant because of its association with Harry S Truman, who was President of the United States from 1945 to 1953. The character Truman displayed as President at a great turning point in world history was grounded in his relationships with family, friends, and community. Although other sites interpret the lives of American presidents, none encompass the physical context and broad life experiences of a president from his formative years through his retirement.



PRIMARY INTERPRETIVE THEMES

Primary interpretive themes are those ideas/concepts about Harry S Truman National Historic Site that hopefully every visitor will gain an understanding of through their visit. The themes, which are based on the park's mission, purpose, and resource significance, provide the foundation for all interpretive media and programs in the park. The themes do not include everything that may be interpreted, but they do address those ideas that are critical to understanding and appreciating the park's importance. All interpretive efforts (through both media and personal services) should relate to one or more of the themes, and each theme should be addressed by some part of the overall interpretive program. Effective interpretation results when visitors are able to connect the concepts with the resources and derive something meaningful from the experience.

The following theme statements will provide the basis for interpretation at the park:

1. Much of our modern world is a product of events that occurred during Harry S Truman's presidency. The world might be an entirely different place if someone other than Harry S Truman had been Vice-president the day President Franklin D. Roosevelt died.

Interpretation of this theme will enable visitors to gain a better appreciation of how:

Harry Truman and his administration dealt with and made critical decisions on the issues of:

Atomic energy

International organizations such as the United Nations (UN) and North American Treaty Organization (NATO)

Cold War

Marshall Plan & reconstruction in Europe

Health care

Civil Rights – desegregation of the military

McCarthyism (made no decisions but reacted to the situation)

Farm & labor policies

Korean War

Reform/reorganization of the Executive Branch

Chinese relations

Recognition of Israel

Truman Doctrine

Creation of the Air Force

2. Mr. Truman is now viewed as a common citizen who lacked visions of grandeur, yet still rose to the nation's highest level of power, without that power changing him. The Trumans attempted to live as "regular" people, and their home provides evidence of that. The Truman family's lifestyle was in some ways virtually unchanged by the presidency, while in other ways their lives would never be the same.

Interpretation of this theme will help visitors to understand:

Truman's common-roots attitude toward all people

His desire to return to Independence as an average citizen and lead a "normal" life

The home's common furnishings and the family's attention to common day-to-day tasks

The contrast between Truman and later Presidents who have left office

Harry Truman's image/legacy as the "common/uncommon man—the citizen leader"

The initial desire to remove the privacy fence and the relations with the Secret Service

Relations to his family and to the neighbors after retirement (e.g., the daily walks)

Views as expressed in letters to his wife

The importance of "doing the right thing for the greater good" despite the polls—a basic aspect of his character

His ability to separate his personal and political life

Why he is remembered more for who he was than for what he did

His insistence on answering his own correspondence after retirement

His insistence (depending on the situation) that present and past Presidents be addressed with the respect due the office.

3. After his retirement from the presidency, national leaders reduced their consultation with him on party and national issues, and President Truman had difficulty adjusting and accepting his diminished role in politics. He then channeled his energies toward completing an accurate record of his life and administration for the education of future generations in a remarkably non-self-serving manner.

Interpretation of this theme will help visitors to understand:

The adjustments required of former Presidents after leaving office

His desire to be consulted and used as a valuable source to future presidents and situations

Truman's frustrations over his successors not availing themselves of his unique experience as he had done with former President Hoover

Mr. Truman's commitment to leave an accurate record of his administration and personal life through his library

His idea that a retired President should have a non-voting seat in Congress

His continued political activity (attending conventions and campaigns for Democrats)

4. Through his letters and diary entries, it appears Mr. Truman, despite his presidential power, remained a relatively humble man throughout his life. Mr. Truman continued to depend upon the support and encouragement of his family and friends.

Interpretation of this theme will help visitors to understand:

That his letters and diaries reveal much of Harry Truman's character and values

His need to take time out of his day as President to correspond to and relate with his family

The separation of the man and the office—something that is difficult for all presidents

5. Mr. Truman's upbringing by his parents and grandparents, based on the philosophies of their generations, exerted a great deal of influence over his behavior and beliefs. However, Mr. Truman had the ability to separate his duties as president and what was good for the nation from some of his late 19th-century views.

Interpretation of this theme will help visitors to understand:

The importance of extensive reading in molding his values and character

The seeds of his ideals of hard work, doing your best, and doing the right things for the greater good

His view of the country being made of common people who could pull together in times of need

Why Andrew Jackson was his hero

His straight forwardness and ability to speak his mind

The influence of the pioneer qualities of going beyond the barriers, forward thinking, and using modern ways and technologies to accomplish tasks

His willingness to take responsibility—"The Buck Stops Here"

The roots of his support for the "little guy"

His ability for getting people to work together

The source of his life-long traits of loyalty, duty, responsibility, etc.

His support for desegregation of the military and civil rights issues despite his early environment

His belief in the ideal that the people run the government

6. One of Harry Truman's greatest motivations was to make those he cared about proud of him, and this applied to the people of his hometown as well as his family. Therefore, he was very conscious of his actions, and committed to doing a job right and to the best of his ability.

Interpretation of this theme will help visitors to understand the reasons for Harry Truman's:

Constant attention to appearance

Obligations to and pride in the people who knew him well

Deep roots in the community

Beliefs in doing any job right, to the best of his ability, and with attention to detail

Recognition of his leadership abilities

Desire to be part of a fraternity (e.g., Masons, National Guard, Army, Democratic Party, etc.)

7. Harry S Truman was sympathetic to the plight of farmers, workers and small business owners, having himself experienced the insecurities, hard work, frustrations, and personal satisfaction of managing a family farm and small businesses. Many of his actions and policies as President reflect this empathy for the "little guy."

Interpretation of this theme will help visitors to understand the reasons for Harry Truman's:

Realization that many things in life lie beyond one's direct control

Realization that hard work and doing your best sometimes goes unrewarded, but is still worth pursuing in all endeavors

Advocacy for price controls

Fear that another depression might end these establishments (i.e., family farm and small businesses)

Initiatives such as the Fair Deal program

Personal attachments to these issues, due in part to his numerous business ventures, challenges, and failures

8. The experiences of Harry Truman during the time he lived on the farm prepared him to meet the numerous challenges that he would face as president.

Interpretation of this theme will help visitors to understand how Harry Truman:

Learned from farm life that all you can do is the best you can do

Achieved the ability to develop informed decisions and to act on them

Developed the ability to surpass many people's expectations of him

Performed exceptionally well after being placed (sometimes unexpectedly) into positions of leadership

Opened his eyes to the greater world around him (military, local politics, Masons, and arts in Kansas City)

9. Through Mr. Truman's letters to Bess Wallace, prior to entering politics, we can tell that most of the beliefs, philosophies, and values he expressed as a politician, as well as his persistence and optimism, were already in place long before he dreamed of life as a public servant.

Interpretation of this theme will help visitors to understand how Harry Truman:

Acted within a set of well-established character parameters, which began long before the presidency and served him well throughout the presidency.

Viewed himself

Revealed his hopes, dreams, disappointments, successes in a chronicle of his life

Wrote from the heart to his future wife, never expecting the letters would be made public

VISITOR EXPERIENCE GOALS

The following articulates the visitor experience goals that the implementation of this LRIP will help to achieve. Gaining an understanding and appreciation of the interpretive themes from the previous section should be regarded as cognitive visitor experience goals. The goal statements below describe other future conditions that will exist, rather than specific actions to achieve them. In developing strategies to achieve these goals, the park and park partners need to identify and address the needs of diverse populations and find ways to make relevant connections with the resources and stories.

Visitors to Harry S Truman National Historic Site will have opportunities to:

(A) Have a safe and satisfying visit, by ensuring opportunities exist where they may:

- Get accurate information about visiting the Truman sites in the area.
- Understand the NPS role in protecting and preserving the resources.
- Avoid confusion about the management of the various Truman sites and their designations.
- Easily find their way to the various sites.
- Get information prior to their visit.
- Know where the other Truman sites are located, along with the extent of the National Landmark District.
- Choose among a variety of activities geared to different audiences, interest levels, or time constraints.
- Get information about other Presidential sites.
- Realize that the total visitor experience includes multiple sites, not just the Truman Presidential Museum and Library.
- Find adequate parking, clean restrooms, and accessible facilities.

(B) Make connections between park resources and their meanings, which may occur when visitors:

- See the interiors and exteriors of the Independence and Grandview homes.
- Learn something about each of the primary interpretive themes.
- Appreciate aspects of the personal daily lives of the Trumans.
- Appreciate the full range of Truman's life.
- Have pleasant interactions with park staff.
- Attend a variety of interpretive programs and activities (including the audiovisual program at the visitor center)

- Purchase/acquire theme-related interpretive and educational materials.
- Find quiet areas to contemplate the resources and their meanings.
- Experience some of the resources on their own and at their own pace.
- Experience the atmosphere of the Truman neighborhood.
- Make repeat visits in order to participate in special theme-related programs and activities.
- Express their opinions about Truman and their experiences which reflect understanding of park resources and their meanings.
- See the relevance of the park resources and themes to their own lives.

EXISTING VISITOR EXPERIENCE

Existing Visitor Experience and Conditions

The following is a summary description of the visitor experiences and conditions as they existed at the onset of this long-range interpretive planning process. This section provides a baseline, which may help to justify many of the plan's proposed actions.

Information and Orientation

General trip planning information regarding Harry S Truman National Historic Site is available on the park's web site: <<http://www.nps.gov/hstr>>, which addresses only the standard 17 informational topics. The park web site does not have a live link to the Truman Presidential Museum and Library or to the city; however, both of the latter offer links to the park site.

The staff responds to numerous phone and mail requests for park and regional information. Mailings usually include the official park folder, the "Planning Your Visit" site bulletin, and a tear-out map of the city. Depending on the nature of the request, other literature is added. The park also supplies copies of various publications to the Truman Presidential Museum and Library, the city, county, and other regional information providers, and provides editorial assistance for some regional, national, and international tourism publications.

The Truman Presidential Museum and Library has a 1-800 number for information primarily about its site. However, callers for the Truman sites are referred to a park phone number for obtaining information about touring the Truman Home.

Truman Presidential Museum and Library signs on Interstates 70 and 435 have an attachment that includes mention of the park. The State of Missouri requires certain visitation thresholds before a sign can be placed on interstate highways.

From the interstate exits, a variety of City of Independence signs direct visitors to the Truman Presidential Museum and Library, Harry S Truman National Historic Site Visitor Center, and other attractions in the community. Some of these signs are difficult to see and some visitors do not understand the directional arrows. Also, the route via the Noland Road exit from I-70 leads people through a very busy commercial district of the city and visitors sometimes fail to see the Truman signage.

On arriving, visitors are as likely to make their first stop at the Truman Presidential Museum and Library as they are at the park visitor center. Unless they ask an employee, there is little to inform visitors at the Truman Presidential Museum and Library about the NPS sites or other Truman-related sites in the area. If visitors who arrive first at the Truman Presidential Museum and Library next want to tour the Truman Home, they need to go to the park visitor center to purchase tickets, and then proceed five blocks to the home for their tour.

The park visitor center encompasses about 2,400 sq. ft. and includes a 67-seat auditorium, cooperating association sales area, exhibits on local/county/state attractions, NPS exhibit space, 2 unisex restrooms, office, reception desk, open lobby, storage area, and a stairwell to the second floor. The city helps staff the information desk with volunteers. Truman Presidential Museum and Library brochures are on display; however, there are no compelling informational or interpretive media which introduce the other Truman sites in the area.

At the visitor center people can acquire park and area information, plan their visit, obtain tickets for touring the Truman Home, purchase theme-related publications, and view a slide program on the Truman Home. The current slide program does not provide any information on the Grandview Farm, Noland Home, George and Frank Wallace Homes, or other Truman sites in the area. However, the slide program does help viewers gain a knowledge and respect for the resources

The current official park folder does not include information or a map regarding the Grandview Farm unit.

Truman Home Site

The historic furnishings at the Truman Home are all original and provide the best way of preserving and interpreting the residence. For security, resource protection, the quality of the visitor experience, and because the rooms are small in size, tours of the home are limited to eight people. Also for safety, resource protection reasons, and to honor the terms of Bess Truman's will, the tours are restricted only to the first floor. The lack of physical barriers in the building, along with the authenticity of the furnishing plan, give visitors the feeling that they have just entered an occupied home, and that a member of the Truman family might appear at any moment. A non-historic carpet runner helps protect the floor and serves as an "honor system" barrier. The absence of any labeling or exhibit panels also adds to the feeling of stepping into someone's home.

Tours of the home last about twenty minutes. Even so, at peak visitation times, there are days when tickets sell out. This situation creates a concern over the number of visitors who can tour the home versus the quality of the interpretive experience. In addition, the size of the Truman Home tours hinders the accommodation of bus tours and other organized groups. There is some feeling that a twenty-minute tour is not enough time to adequately address the interpretive themes and present an in-depth image of the Truman family at 219 North Delaware St. Also, the nature of the home as a furnished exhibit limits the potential to effectively present some of the interpretive themes.

Recently, the park has acquired the Noland House, located directly across the street from the Truman Home. The house has a total of 2,199 sq. ft., which includes 607 sq. ft. in the basement, 963 sq. ft. on the first floor, and 629 sq. ft. on the second floor, which includes a walk-in attic. The GMP states that when the building is restored and made accessible to the public, it may have

potential for supplementing the interpretive experience at the Truman Home and in the surrounding neighborhood. The NPS is currently producing a Historic Resource Study for the Noland House, George and Frank Wallace Houses, and the Truman Farm, and a Historic Structures Report has been programmed for each as well.

In the spirit of Harry S Truman's daily walks, park rangers offer a walking tour of the neighborhood, including tours of some of the theme-related sites in downtown Independence. In addition, the city is currently developing a self-guiding walking tour of Truman-related historic sites in the area.

Grandview Farm Site

Like the Noland House, the Grandview Farm (previously administered by Jackson County) is a recent addition to the park. Although the previous owners furnished the building, the farmhouse has not had the benefit of a professional historic furnishings study and plan. In addition, the NPS is currently producing a Historic Resource Study for the farm, and a Historic Structures Report has been programmed.

Only five of the original six hundred acres remain, and this land is surrounded by modern development, making it extremely difficult to convey a sense of the farm as it was when Harry S Truman lived there between 1906-1917. Most of the current interpretation occurs inside the house; however, most of the significant activities on the farm happened outside. This creates a challenge for the interpreters in relating some of the primary stories that are not clearly tied to the furnished rooms.

Guided tours are limited to six people. A park ranger meets visitors at the side porch, where a table displays informational literature. The tour, which involves the negotiation of two separate stairways, leads visitors to rooms on both the first and second floors. Interpreters sometimes encounter preservation and security concerns when some visitors choose not to climb one or both of the stairs. A photo album is available which illustrates all areas of the house for those not willing or unable to negotiate the stairs.

There is no permanent full-time staff for the Grandview unit. Staffing the Farm Home in the summer when it is open for tours requires pulling employees from duties at the Truman Home and the visitor center in Independence; however, an existing volunteer and additional seasonal staff do help meet the limited summer staffing requirements. The house is open Friday, Saturday, and Sunday from May through August.

The GMP proposes the acquisition of an adjacent five-acre tract of the original farm and a modern building (currently a store) for use as a visitor contact center for the Grandview unit. It is estimated that the store (one story) is approximately 2,500 sq. ft. in size.

Education Program

Currently, the park does not have an organized curriculum-based onsite education program. Visiting school groups are shown the audiovisual program at

the visitor center. Pre-scheduled educational groups can get a tour of the home. At these times, additional staff is utilized to provide station interpretation. In addition to regular school groups, many elder hostel groups visit the park. One elder hostel is located just down the street from the Truman Home.

The Truman Presidential Museum and Library has plans to expand its popular education program. Most visiting school groups want to visit both the library and the home, although few know about the Grandview Farm. Currently, there is little interaction between the park and the library in developing coordinated education programs.

Limited staff and the lack of adequate indoor facilities to accommodate education groups are other factors that currently hinder the education program potential at the park.

Partnership Entities

As stated earlier, one of the main goals of this plan is to strengthen the interpretive links among the various Truman-related sites in the area. The park does actively participate in a group which encompasses the four main tourism “pillars” for Independence: (1) the Truman story, (2) Mormon Church and history, (3) western trails, and (4) the Courthouse in the historic Independence Square.

Better coordination is needed in the areas of information, orientation, education, and interpretation. Key partners include the Truman Presidential Museum and Library, the City of Independence, Jackson County, and the State of Missouri.

Interpretation at the Truman Presidential Museum and Library deals primarily with the Truman Presidency, although for context, some exhibit space is devoted to the family’s life in Independence. Many of the current exhibits are outdated; however, an excellent film on Truman is shown in the auditorium. The museum is currently undergoing an extensive (twenty-three million dollar) renovation and expansion. The new exhibits will provide greater focus on the issues and legacy of Truman’s Presidency and some of the factors which shaped his character. These exhibits, which will incorporate many interactive elements, also will be strongly tied to an enhanced education program.

The Jackson County Courthouse has preserved the administrative courtroom and office where Harry Truman served as an administrative county judge. This facility, which is administered by the Jackson County Parks and Recreation Department and staffed mostly by volunteers, is only open on Fridays and Saturdays and is closed January-February, except by appointment. A multi-projector slide program on Truman is shown in the courtroom. On occasion, the courtroom is still used to hear cases and conduct weddings. Weddings conflict with tours, as they currently both occur on weekends.

VISITATION & VISITOR USE PATTERNS

The following information regarding park visitors and visitation is derived from data maintained by the Socio-Economic Services Division (WASO) in Denver, and from discussions with park staff. No special visitor use studies have been conducted for Harry S Truman National Historic Site.

Some visitors and many educational groups make the Truman sites in and near Independence a travel destination. However, the park's proximity to major Interstate highways, make it (and the associated Truman sites) an incidental stop for many travelers.

Both the park and the Truman Presidential Museum and Library have noted recent declines in visitation. It is believed that this is partially attributed to the fact that many people who knew Truman and who lived during his Presidency, are dying or getting older and do not travel as much.

The Truman Presidential Museum and Library averages between 110,000 and 130,000 in annual visitation, making it the main Truman attraction in Independence. Figures show that visitation to the park is about half that of the Truman Presidential Museum and Library. This is partially due to the tour group size limitation to protect the historic furnishings. The difficulty in accommodating bus tours and other organized groups has had a negative impact on visitation, especially in recent years as bus tours become more popular with the aging population of the nation.

On a peak day the Truman Presidential Museum and Library has counted about 1,500 visitors.

On a peak day the park has seen about 400 visitors.

An average of 3,000-4,000 people visit the Truman Administrative Courtroom per year. This facility is only open on Fridays and Saturdays and is closed January-February, except by appointment.

At current staffing levels, the maximum number of tours of the Truman Home are limited to 32 per day. With an 8 person limit, a maximum of 256 visitors a day can go through the house. Occasionally, on peak days, some visitors are unable to get on a tour.

Some visitors have expressed frustration about not being able to obtain tickets for the Truman Home while visiting the Truman Presidential Museum and Library.

On a busy summer day, the Grandview Farm has seen around 30-40 visitors.

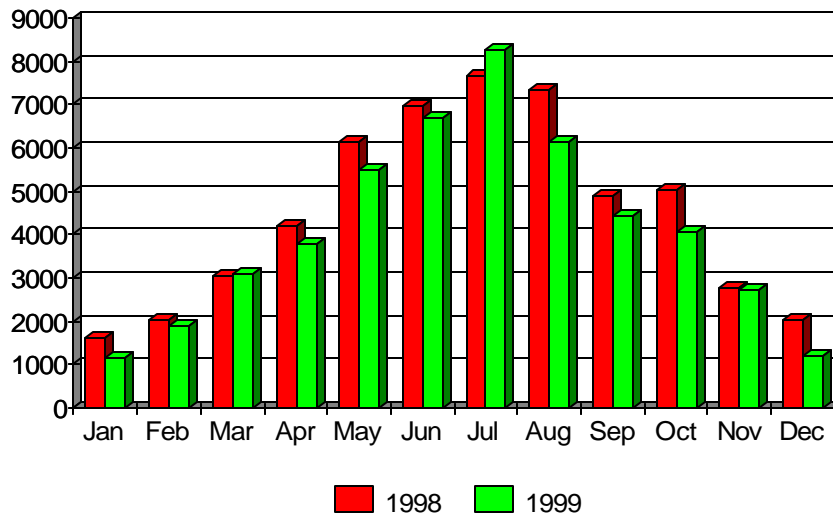
Most school groups visit between October and May, and during this period the park schedules a maximum of two house tours per day for educational visits.

In the first few years of operating the Truman Home, guided tour patrons were asked to register their hometown. This data provided some sense of the point of origin of park visitors. Visitors came primarily from Missouri and the adja-

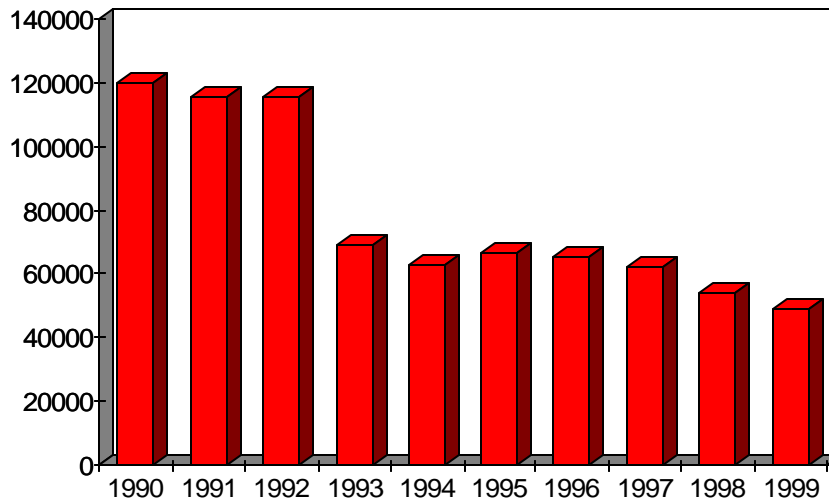
cent states of Kansas, Nebraska, Iowa, Illinois, and Arkansas. Other states included California, Minnesota, and North Dakota in the fall and spring.

The following charts show monthly visitation figures for 1998 and 1999, and total annual visitation for a ten-year period from 1990-1999:

Monthly Visitation 1998-1999



Annual Visitation 1990-1999



Note: The drop in visitation after 1992 was due to a change in how the park counted visitors. Before 1993, everyone who drove by the Truman Home was counted whether they were visitors or not. From 1993 to the present, only people actually contacted by park personnel were counted.

IMPLEMENTATION STRATEGIES

The following is a description of program and media recommendations designed to further define, support, and achieve the mission, goals, themes, and objectives of the interpretive program for Harry S Truman National Historic Site. The primary goal of all these recommendations is to facilitate connections between the interests of visitors and the meanings in the resources.

The discussion of each program or media proposal identifies its purpose, special considerations, and sometimes suggests means of presentation. It is important to remember that the latter are only suggestions, and should not in any way limit the creativity essential during the media or program planning and design processes. On the other hand, proposals will be specific enough to provide guidance and define the parameters in which these creative energies can flow.

Recommendations regarding the potential for a joint visitor center with various partnering entities are presented as alternatives. Decisions on what facility will ultimately be selected or who would be involved in the operation are beyond the scope and expertise represented in this planning effort. The basic functions, advantages, and disadvantages of each alternative will be presented as a means of guiding future discussions on this issue.

Pre-Arrival

General and trip planning information regarding the park will continue to be provided through traditional means by answering regular mail and telephone requests. All mailed information should include the park's website address and the addresses of other Truman-related sites in the area. Even before leaving home, it is important for people to know that the Truman experience at Independence involves multiple sites. In a partnership endeavor, it is not enough for each entity to market its own site. Information must be integrated either by including separate literature about each site in the mailings, and/or by collaboratively producing a single publication with a map (such as the brochure produced by the Truman Presidential Museum and Library entitled "Truman Places") that presents all the sites in a unified manner.

Specific existing literature, such as the official park folder and the "Planning Your Visit" site bulletin, needs to be updated to reflect the addition of the Grandview unit and the Noland House. Although revisions to the official park folder are currently in progress, further revisions may be required as other recommendations proposed in the plan are implemented. In this regard, revisions to other maps and directional information also may be necessary.

The park website will be expanded. In addition to the basic data currently provided, more information on interpretive activities, special events, and live links to other Truman sites will be developed. The addition of graphics not only will enhance the site's appearance, but it also will give people visual images of the resources they can expect to see.

In addition to its use for information/orientation, the park website also offers great potential for presenting interpretive and education material. Website visitors will get a basic introduction to each of the primary themes, their associated stories, and the resources that best relate to them. Further, the eventual development of virtual tours of the homes including the second floor of the Truman Home (not seen on tours) and web photos of the park's museum collection will help people, even those who may never be able to visit in person, better understand the resources and the people and events associated with them.

Since visitors do not see much of the park's extensive museum collection, the website can offer a venue to view images of some of the items. Objects can be organized to support the various primary themes, and the photos can be rotated periodically to retain user interest.

Some educational materials, when developed, also will be made available through the website. This could include pre- and post-visit lesson plans and activities, bibliographic materials (including materials available through the cooperating association), teacher training opportunities, and information about scheduling field trips or visits by park staff to the schools. Teachers could download some materials directly, or order others through the park/cooperating association. The design of this material will make much of it useful to other educational groups, including those who may never have the opportunity to come to Independence. Consideration also will be given to producing education materials in partnership with the Truman Presidential Museum and Library, especially since they already have a well-developed and heavily used program.

On a regional scale, information about the park and associated sites will be available at area visitor centers, other major tourist attractions, and lodging and camping facilities. The Missouri Welcome Centers located at entrances to the state on the interstate highways also are available to distribute pre-arrival information. While distribution of the official park folder to all of these places would be cost prohibitive, rack cards or site bulletins, perhaps developed in partnership with the other Truman sites, would help meet this need.

There is a wealth of other regional, national, and international literature (including websites) that includes information about Harry S Truman National Historic Site and other Truman areas. Sometimes those preparing this information consult park staff, or at least request periodic reviews. To the extent possible, the park (perhaps with the involvement of the partners) needs to ensure that the printed and electronic tourism literature promoting the park and the associated sites is accurate, appropriate, and up-to-date.

On-Arrival

The overarching recommendation for the on-arrival experience is to have visitors come to a central visitor center. This will simplify the directional signing, and eliminate confusion over where to go first. Implementing this recommendation will involve decisions and expertise beyond the scope of the planning effort; consequently, several alternative recommendations are presented, including actions for the current NPS visitor center.

For both short- and long-term options, the park and the Truman site partners need to work with the city, county, and state highway authorities to evaluate the existing directional signing system for the Truman sites, and consider and implement recommendations for improvement. This was identified as a critical need in the General Management Plan Revision in 1999. This group should assess the types, sizes, wording, and placement of signs, and also the quality and efficiency of the routes to the destination(s). The directional signs to the central visitor center should clearly tell people that the facility is (1) for information about all the Truman sites (or perhaps all the historic sites in Independence), (2) the place to plan their visit, and (3) the place to purchase tickets.

As with pre-arrival information, the Truman site partners need to work together to ensure that visitors receive complete, accurate, up-to-date, and consistent information about the various sites. Here too, the production of joint publications, including maps, should be explored, and the materials made available at tourist/travel destinations throughout the area. Likewise, the partners will continue to support and expand the “Hospitality Training” programs and encourage all tourism service providers to attend.

Finally, the Truman site partners need to explore the issue of joint ticket sales to the various sites. A central visitor center is an obvious one-stop location where visitors could purchase the tickets they need; however, alternatives for people who stop first at the Truman Presidential Museum and Library also need to be studied. One option to accomplish this is through the use of automated ticket machines. Here, visitors could use major credit cards to purchase their tickets. The machines, placed at multiple sites (including the park visitor center), can be programmed. To avoid over-booking, coordination of ticket sales is essential, as tours of the Truman Home are limited to eight people per tour. Besides the date and time of the tour, information on the tickets also could encourage visitors to see the orientation program at the visitor center and/or view the exhibits at the Noland House before going on the Truman Home tour.

Other options for handling ticket sales include on-line sales through the internet, or the placement of dedicated telephones at places like the Truman Presidential Museum and Library, where people could call about ticket availability.

Central Visitor Center (Long-Term Option)

The courthouse building is currently the preferred long-term location for a central visitor center. However, structural restoration, funding, adequate parking, and other issues need to be resolved before any firm commitments can be made. If the various issues are resolved, and the planning, design, and construction work is able to proceed, the center may not become a reality for at least another five to eight years. During this time the issue of providing adequate parking for the center will need to be resolved. This will be addressed through the city’s master planning process, which may call for a transportation study. Currently there is inadequate parking around the courthouse square, and visitors would be inconvenienced by walking a block from current public parking areas.

The specific organizations that would/may have some type of presence in the center has not been determined, but may include:

- Harry S Truman National Historic Site
- Truman Presidential Museum and Library
- Jackson County Parks and Recreation
- Jackson County Historical Society
- 1859 Jail and Marshall's House and Museum
- Clinton's Drug Store
- City of Independence Tourism Department
- National Frontier Trails Center
- Community of Christ and Mormon Visitor Center
- Vaile Mansion
- Bingham-Waggoner Estate

If all of the above entities were to become involved in the visitor center, not all would likely want to share in staffing the facility. Many perhaps would prefer only a presence through exhibits, publications, and other media. Decisions regarding the participants and the modes of involvement will be made at a later date, but early enough to factor everyone's needs into the building program and media design.

In this option, the NPS will have a staff presence, and the NPS visitor center will be relocated to the courthouse.

As stated earlier, the primary functions of the visitor center will allow visitors to:

1. Get information about visiting the historic sites in Independence/Jackson County
2. Plan their visit to the area through one initial stop
3. Purchase any necessary tickets to area attractions
4. Appreciate the wealth of history associated with the area.

Essential program spaces in the visitor center will include:

1. A large lobby with staffed information desk(s) [The number of participants desiring a staff presence will influence the design.]
2. Publications sales area
3. Displays of free information about the area
4. Exhibits introducing each of the sites and the park's primary interpretive themes [Some sites may require more than one exhibit.]

5. One or two audiovisual theaters for presenting the park's introduction to Mr. Truman and the City's orientation program
6. Public and staff restrooms
7. Storage for free literature and sales items
8. Offices for onsite staff

A new NPS AV program will be developed to give a general introduction to the Truman sites in the area, and specifically to prepare people for their visits to the Truman Home, Noland House, and the Grandview Farm sites. In addition to providing a general orientation, this program will be of value for those with tickets to visit the NPS units, as well as for those who are unable to visit all the sites. The center also will show the city's existing orientation AV program which introduces all the historic sites and attractions in Independence.

As a convenience to visitors; the park, Truman Presidential Museum and Library, and the city attractions will arrange for tickets to be sold at the Central Visitor Center (one stop shopping). Many details will need to be worked out, but this may include discounts being offered through the packaging of ticket sales.

If efforts to utilize the courthouse as a central visitor center are unsuccessful, then the use of other structures in the area should be explored. However, one function of the courthouse building will remain constant. The office and administrative courtroom where Harry Truman served as a Jackson County Administrative Judge will continue to be open to the public and interpreted.

The Jackson County Parks and Recreation Department already has plans to convert the multi-projector slide program to video format. Through a partnership agreement, the NPS will offer technical assistance in improving the room's acoustics (without impacting any historic fabric), and in developing a professional historic furnishing plan for the office/courtroom (while still allowing the courtroom to be used occasionally to hear cases). In this alternative, modern exhibit cases would be redesigned and potentially moved to the exhibit area in the visitor center section of the building.

Central Visitor Center (Interim Options)

Chamber of Commerce Building

The Independence Chamber of Commerce has offered the use of their downtown facility as an interim central visitor center; however, this building is too small to accommodate all of the functions described earlier for the courthouse. Consequently, with this option, the park visitor center would remain in its present location, although the city of Independence information desk may choose to relocate in the Chamber facility.

The NPS may opt to have a volunteer staff present and perhaps some temporary informational exhibits at the Chamber building, although NPS ticket sales would remain at the NPS visitor center. The NPS would assist with the development of temporary interpretive and informational media for the Chamber facility.

In this option, highway signs will direct visitors to the Chamber of Commerce building as the first stop for information and orientation. From the Chamber building, most visitors could walk to the park visitor center; however, this would necessitate crossing busy Truman Road.

Another concern is whether the Chamber building will be able to accommodate the volume of visitors who would make the facility their first stop. This issue may be mitigated by ensuring that visitors stay only long enough to get the information they need and that there is nothing to hold their interest for long periods of time.

Harry S Truman Visitor Center

Like the Chamber of Commerce building, the Harry S Truman Visitor Center also is too small to house all the central visitor center functions outlined for the courthouse. However, many of the functions could be accommodated if reduced in scale. This would require a professional redesign of the existing space.

For example, the informational exhibits on the major sites could be restricted to one or two text/graphic panels. An additional exhibit case or two could display objects for seasonal and special events. To accommodate for the lack of space, these exhibits would be designed for their maximum ability to attract attention and motivate people to visit the various sites. Free literature about the sites could be integrated as an exhibit component. The cooperating association sales area also will need to be redesigned to maximize space utilization.

Since the park audiovisual program is in need of revision anyway, the new orientation program proposed for the courthouse visitor center could be produced and shown here. But, like the Chamber building, accommodating the potential volume of visitors directed to the NPS facility as their first stop will be an issue, and anything that keeps people in the building longer may compound the problem. Consequently, at peak times, the NPS AV program may be reserved for those with tickets for touring the Truman Home or the Grandview Farm with alternate showings of the city's orientation program.

Harry S Truman Visitor Center (No Central Option)

Until further commitments are made regarding the development of a central visitor center for Independence, the possibility exists that such a facility may not become a reality within the life of this plan. Consequently, the option of simply improving the current park visitor center as a NPS facility is discussed here.

As with the interim alternative, a professional redesign of the visitor center will be needed. It may appear easy to redesign such a small area, but in fact, maximizing the use of small spaces often presents a greater challenge.

The redesign of the current center will need to include the following functions:

- Lobby/information desk(s)
- Cooperating association sales area

Exhibits

AV theater

In this alternative, it is anticipated that the city of Independence will continue to staff an information desk in the visitor center. Whether this continues to be accomplished through a single desk or via separate units, should be left to the design process. Likewise, the design of the bookstore should look for economy of space while maximizing the display of the items. A brochure rack would continue to display free literature about the area. Other free literature that is produced in limited quantities could be displayed in a frame with a note to ask for copies at the information desk.

New exhibits will introduce aspects of the primary interpretive themes, and each of the Truman sites in the area (including the Truman Presidential Museum and Library and the Jackson County Courthouse). Space restrictions may require that this be accomplished primarily through attention getting and highly motivational text/graphic panels. At least one changeable exhibit should be considered to interpret seasonal or cyclic topics or to draw attention to special events. Another exhibit on aspects of historic preservation at the park would explain why the visitor numbers are limited and why the second floor of the Truman Home is not open to the public. This latter concept also would be reinforced in the audiovisual program.

A new audiovisual program would be produced and shown in the theater. As with the central visitor center options, the film will provide a general introduction to all of the Truman sites in the area and specifically prepare viewers for their visits to the Truman Home and the Grandview Farm.

Noland House

In compliance with recommendations in the GMP, the Noland House will be restored and used as a staging area for tours of the Truman Home. The Truman Home is interpreted entirely through historic furnishings and the tours are limited to approximately 15-20 minutes. While this does provide a special interpretive experience, many aspects of the Truman's lives and of the primary interpretive themes are not adequately addressed. The Noland House provides a vehicle to expand the stories, present a more complete picture of the Truman family, and connect the Farm to the Independence site.

Structural restoration of the Noland House will allow for public use of the first floor and offices on the second floor. Public restrooms also will be installed on the first floor. Completion of the on-going Historic Resource Study (HSR) and programmed Historic Structure Report may help determine the home's period of significance and assist with interpretive media development.

If supported by sufficient historic and architectural evidence, it is recommended that the historic integrity of the front room on the first floor be preserved. This was the room where Harry Truman often spent the night while courting Bess, and consideration will be given to treating this room with historic furnishings to depict this time period. If the room is furnished or not it would provide an appropriate setting for relating aspects of the courtship story.

Except for the restrooms and possibly the front room, the rest of the public space on the first floor will contain exhibits (some possibly with AV components). Specific theme-related elements to be interpreted will include:

1. The Truman neighbors and the neighborhood. Here visitors can “meet” some of the neighbors, understand some of their relationships with the Trumans, and better appreciate the impacts of living in a neighborhood with the President of the United States.
2. The architecture of the Truman Home. Seating on the front porch of the Noland House will allow visitors to enjoy the excellent view of the Truman Home. Exhibits inside the Noland House will support this view by interpreting the architectural evolution of the house, and perhaps offer a cross-section of the interior. An AV component also could offer a programmatic tour of the Truman Home’s second floor, the garage, grounds and explain why some areas are not open to the public.
3. Interactions between the Truman and Wallace families. Visitors will be able to learn about other family members, realize that several relatives lived in the immediate neighborhood, and understand how some of the family members interacted with each other and how they impacted the lives of Harry and Bess.
4. The Secret Service. Here visitors can better appreciate the security issues involved in the protection of the Trumans during and after the Presidency and how the need for security often clashed with the family’s desire to lead a normal life.
5. Issues and decisions of the Truman Presidency. In somewhat of a “Cliff Notes” format, this exhibit will highlight some of the most significant issues and decisions of the Truman Presidency and encourage visitors to go to the Truman Presidential Museum and Library for more in-depth interpretation of these topics.
6. Historic preservation at Harry S Truman National Historic Park. This exhibit will outline and describe the extent and significance of the National Historic Landmark District, help visitors better understand and appreciate what is required to protect these priceless resources for the long term.

The interpretive media in the Noland House will be designed to stand alone, without a required staff presence. However, the house will be an excellent place for assembling groups for the Truman Home tours, and for walking tours of the neighborhood and the National Historic Landmark District. Informal contacts via roving interpretation also can offer special insights to the Trumans and respond to individual visitor interests. The Noland House will become an important piece of a more productive visit. Its use as a staging area creates potentially, the ability to better meet the goal of interpreting additional themes.

Truman Home

No new interpretive media are proposed inside the Truman Home; however, the park will continue to look at options for offering visitors more in-depth experiences. This will include exploring ways of offering longer tours of the house and experimenting with a variety of personal services activities outside the house.

Grandview Farm

Visitor Contact Center

As recommended in the GMP, a new visitor contact center would be established at the Grandview Farm unit. This center would be housed in an existing paint store located on adjacent land proposed for acquisition and situated on Blue Ridge Boulevard. This facility will have a staffed information desk, exhibits, cooperating association sales area, and a small AV space. Here visitors will get an introduction to the site, learn about touring the house and grounds, and gain insights on how the farm fit into the context of Truman's life. It also will serve to help visitors experience a 600 acre farm which cannot be done onsite due to commercial encroachment.

The park will explore the potential of sharing the staffing of the visitor contact center with volunteers, possibly the local Chamber of Commerce, Historical Society, and/or other entities.

The exhibits will present and/or reinforce some of the theme-related stories that are not covered through the walking tour of the grounds or the tour of the house and its historic furnishings. The initial exhibit will establish that this was once a large working farm. This context is important, especially since there are few extant farming-related resources at the site and since only five of the original six hundred acres remain. Perhaps a large photomural of the farm with actual farming implements in front would provide a three-dimensional scene of life on the farm.

A new audiovisual program will be another way of illustrating and reinforcing images of life on the Truman farm. While the lack of extant resources preclude the establishment of any living history program, a film, depicting scenes from the past, can portray various activities and explain how farming helped mold Harry Truman's character.

Excerpts from oral histories about life on the farm, including an interview with Harry Truman himself, could be incorporated into the audiovisual program or as an audio component of some of the exhibits. Hearing Harry Truman explaining in his own voice what the farm meant to him and why it was so hard for him to give it up will have a significant impact on visitor experiences at this site.

Other specific elements to be interpreted through the exhibits will include:

1. The evolution of the farm over time. While this is not a primary story, it will help visitors understand the original size of the farm, and that the purpose-

ful selling of portions of the land provided a portion of Mr. Truman's retirement funding.

2. Connection to the railroad. This exhibit will help visitors understand that at one time the railroad was a main transportation corridor in Grandview, and that it was Harry Truman's link to Independence to court Bess Wallace.
3. Truman connections to the community of Grandview. Visitors will learn that the Trumans were an integral part of the community, as represented in connections to the post office, Masons, school board, farm bureau, etc.
4. Letters to Bess. Through excerpts of the many letters written to Bess Wallace from the farm, visitors will gain insights into many aspects of Harry Truman's character.
5. Preserving the farm. This exhibit will explain some of the preservation technologies and practices used in preserving the Grandview Farm and how research has helped uncover elements of the site's stories.
6. Other Truman sites in the area. Some visitors may make the Grandview Farm one of their first stops in the area. For these people, and as reinforcement for those who may have traveled from Independence, this exhibit will introduce the other Truman sites. It may be possible to replicate some of the exhibits designed for the visitor center in Independence.

The Grounds

From the visitor contact center, visitors will walk down the restored farm lane to the house. While the main physical attraction is the farmhouse, visitors will be encouraged to take a self-guiding tour of the grounds. This tour (possibly using wayside exhibits, a brochure, or a combination of both) will highlight the location of some of the major farm structures including the old Grandview Post Office building, which Mr. Truman moved to the farm and used as a garage for his first automobile. Audio stations associated with some of the wayside exhibits could include excerpts from oral histories and various sound effects of a working farm.

The walking tour also would try to convey the size of the original farm. This might be accomplished by creating a subtle visual element in the existing landscape that would illustrate the actual size of one acre of land. Visitors could then use their imaginations to visualize a farm of six hundred acres. Something to illustrate the entire farm with all its buildings also would help in conveying this virtual perspective.

Since the surrounding development is such an obvious element of the current visual landscape, it should be interpreted on the tour. Visitors will learn that the selling of the farm was done purposefully by the Trumans, and that before the days of Presidential pensions, money from breaking up the farm provided a portion of Harry Truman's retirement income.

A wayside exhibit plan is proposed for the Grandview Farm site. In addition to those on the walking tour route, an orientation wayside exhibit may be necessary to help establish the site's context. This plan also will evaluate the effectiveness of the current wayside exhibit near the farmhouse.

Farmhouse

Future decisions regarding the best means of interpreting the farmhouse will be based in part on the results of the on-going Historic Resource Study and programmed Historic Structures Report. For the short term, no major changes are proposed in interpreting the farmhouse through the existing historic furnishings. However, if supported by the research, a Historic Furnishing Report is proposed to furnish the house to the period when Harry Truman lived there. Other evidence to support this action may include oral and video histories and knowledge of the location of some of the original furnishings. Even though some of the original items may be unavailable for purchase or donation, the owners may allow the originals to be consulted for making reproductions.

Guided tours of the house offer the greatest opportunity for in-depth and personalized interpretation. The interpreters also are very effective in placing emphasis on the people who lived here rather than the furnishings, and they can effectively tie the activities inside the home to the outside farm operation. However, the tours place an intense demand on staff time and there are currently no paid interpretive positions dedicated to the Grandview unit. Staff needs for the Grandview Farm unit (including that for the visitor contact center) are outlined in the Staffing and Training section of this plan.

The issue of some visitors on the guided tours choosing not to climb the stairs presents a security issue that needs to be resolved. One solution is to have two staff people on every tour. Another alternative is to use the back porch to present a video tour of the second floor rooms. Visitors who do not climb the stairs would be directed to the porch to view the video. Until this video is completed, visitors can continue to use the existing picture book which shows the furnishings in each room. From the porch people could go outside, but a locked door would prevent access back into the furnished rooms until the tour guide returned.

Yet another option is to make the second floor rooms self-guiding. The interpreter would introduce the second floor rooms, but remain on the first floor. Full room barriers would offer a look-in experience to the furnished spaces, and text panels would provide some additional interpretation.

Self-guided tours represent still another means of interpreting the entire house. This will reduce staffing requirements, but it would require additional security measures, possibly in the form of full room barriers, throughout the house. Interpretive text panels and/or brochures would supply the bulk of the interpretation, although some audio components could be included. With this alternative, visitors could tour the house at their own pace, and specific questions could be answered by the staff at the visitor contact center.

If research should indicate that there is not sufficient evidence to support interpreting the farmhouse with historic furnishings, then the current furnishings should be removed and other interpretive options considered.

All of the interpretive options for the farmhouse will include a focus on the views from some of the windows. The window in the upstairs hallway offers an excellent view toward the railroad and the original entrance to the farm. It may be possible to juxtapose a historic image so visitors can imagine the scene as Harry Truman would have viewed it.

Visitors also would be invited to sit and relax in reproduction chairs on the porches.

Interpretation at the Grandview Farm also provides an excellent opportunity to present the role and viewpoints of Mary Jane Truman. The story of how she managed the farm after Harry S Truman left to pursue politics is important in understanding the complexities of the Truman family.

Education Program

The park, perhaps in partnership with the Truman Presidential Museum and Library, needs to conduct a survey of area educators to determine the interest level in an expanded curriculum-based education program related to the Truman sites. If warranted, the Truman partners would work with teachers to identify specific areas of need and to develop pre- on- and post-visit curriculum materials, individual lesson plans, and teacher training programs.

Since the Truman Presidential Museum and Library already has a well-developed and expanding education program, the park should look for areas where its resources can support, supplement, and/or fill in the gaps of these existing programs. Most visiting school groups want to visit the Library, the Truman Home, and often the Courthouse on the same trip. Finding ways to integrate the educational activities among these sites (plus the Grandview Farm) will result in a more unified, meaningful, and seamless experience for the students.

In addition to organized school groups, a partnership effort directed toward local elder hostel programs also is recommended. Here too, a unified effort will result in more dynamic programs and will lighten the workload for any one agency.

Viewing the education program as a partnership endeavor also can involve the sharing of indoor meeting areas. Such a space could be part of the long-term central visitor center design, and/or room may be available at the Truman Presidential Museum and Library. Other space may be available at neighboring churches, Palmer Junior High School, and the Memorial building.

The park also will continue to offer special tours of the Truman Home to scheduled school groups and to make staff visits to schools. Traveling trunks may be among the curriculum based materials developed for in-school use.

All these education initiatives will be incorporated in an Education Plan. This plan will avoid duplication of efforts with other Truman sites, and specify where and how each recommended program should be conducted.

Publications

The park, cooperating association, Truman Presidential Museum and Library, and others will work together to develop an overall publications plan for theme-related materials. While the park and the Truman Presidential Museum and Library operate separate bookstores, there could be some sharing of materials, especially those tied most directly to the primary themes of both sites. This will be especially important with the central visitor center concept.

As a first step, an overall assessment of all existing publications should be conducted to analyze items with regard to price range, appropriate age group, and theme emphasis. These evaluation tools already exist and can be adapted to include free publications and material on websites. In addition to theme emphasis, the assessment also needs to analyze the effectiveness of various publications in addressing many of the other visitor experience goals, including those related to providing accurate information and orientation. Results will identify areas well covered by publications and areas requiring greater focus.

Free park literature (i.e., site bulletins) and literature produced jointly with other Truman site partners should have some unifying design elements. A multitude of designs can be confusing to visitors and defeat the goal of creating an integrated visitor experience.

Recommendations for improvements to the park website, including live links to park partner sites, have been presented in other sections of this plan. The staffing section also includes a request for a person to be assigned the responsibility for coordinating, enhancing, and maintaining the park website.

Evaluation

Evaluation is an essential part of planning. Evaluation asks whether goals were met, outcomes achieved, and it can identify and quantify causes and results. Like most other aspects of planning, evaluation should be an ongoing process, the form of which is tailored to the tasks and questions to be answered.

Formative evaluations are conducted during a process; summative evaluations are performed at the end of a process. In the NPS, summative evaluations have been more common. For example, the achievement of media objectives are determined after the media are installed, or the achievement of personal service and education goals are measured at the conclusion of a program.

Formative evaluations are increasing in the NPS, especially with the implementation of GPRA and value analysis. Benefits are seen as the degree to which proposed actions support long-range and mission goals; costs include long-term costs, and are estimated to the accuracy possible at each stage of planning or design. Cost effectiveness of projects is then evaluated in various ways at major decision points.

Therefore, in addition to the assessment tools recommended in the previous section for publications, the park will utilize a variety of formal and informal

evaluation techniques to measure the effectiveness of all media and programs. Some evaluation mechanisms already exist, such as those used in evaluating personal services programs. Other studies, such as focus groups or an in-house review of existing media and programs, can be conducted by park staff; however, more formal research may require professional assistance.



PERSONAL SERVICES

Personal services activities will continue to be an essential component of the overall interpretive program for Harry S Truman National Historic Site. These programs have the unparalleled advantage of being inspiring, versatile, alive, and tailored to the needs of individuals or groups. An interpretive staff presence also can help with the protection of fragile resources. Interpreters, whether behind an information desk, roving, leading a tour, giving a talk, or conducting a demonstration, are the best of all interactive tools in enabling visitors to experience, understand, appreciate, and make personal connections with park resources.

In spite of their advantages, however, personal services interpretive programs have limitations. They are often limited in number, and sometimes reach only a small percentage of visitors. Inconsistency in quality and accuracy are other drawbacks of these programs.

Discussions and recommendations regarding personal services interpretation appear throughout this document, but are summarized here to reinforce their importance in the park's overall interpretive program.

Guided tours will continue to be the sole and best means of interpreting the Truman Home. The park does need to seek ways to extend the length of some tours (particularly during less busy times of the day or year) in order to offer more in-depth experiences for some visitors. Likewise, guided tours will continue to be the preferred method of interpreting the Grandview Farmhouse.

The park also will continue to offer a variety of walking tours in downtown Independence and in the Truman neighborhoods. Some would leave from the visitor center, others perhaps from the Noland House.

Community outreach programs would be expanded to include special programs about the Trumans, but also to cover special topics such as structural preservation and artifact conservation, etc. As with the education programs, the community outreach endeavors also could involve the various park partners.



PARTNERSHIPS

The implementation of this long-range interpretive plan will depend on the continuation of existing partnerships with others and the establishment of new ones. Most of these cooperative efforts have been discussed in other sections of this plan, but are summarized here to illustrate the importance of these relationships.

Partnerships are successful when all parties contribute and gain something from the alliance, when all parties are involved in defining the goals and responsibilities of each participant, and when there is a continuous liaison among all members.

For interpretation, these special arrangements can include coordinated efforts in providing information, orientation, education, training, research, special and outreach programs, personal services activities, and media planning and development.

The establishment of a central visitor center will definitely require a stronger and perhaps more formal partnership agreement with Jackson County, the City of Independence, all of the Truman-related sites, and possibly the other major historic sites in the area. All of these entities will need to work together in the processes of site selection, structural restoration/design, the planning, design, and production of informational and interpretive media, and in the eventual operation of the facility.

A similar partnership with various entities at Grandview is recommended for the development and operation of the proposed visitor contact center. Specific partners will most likely include the friends group and the local Chamber of Commerce.

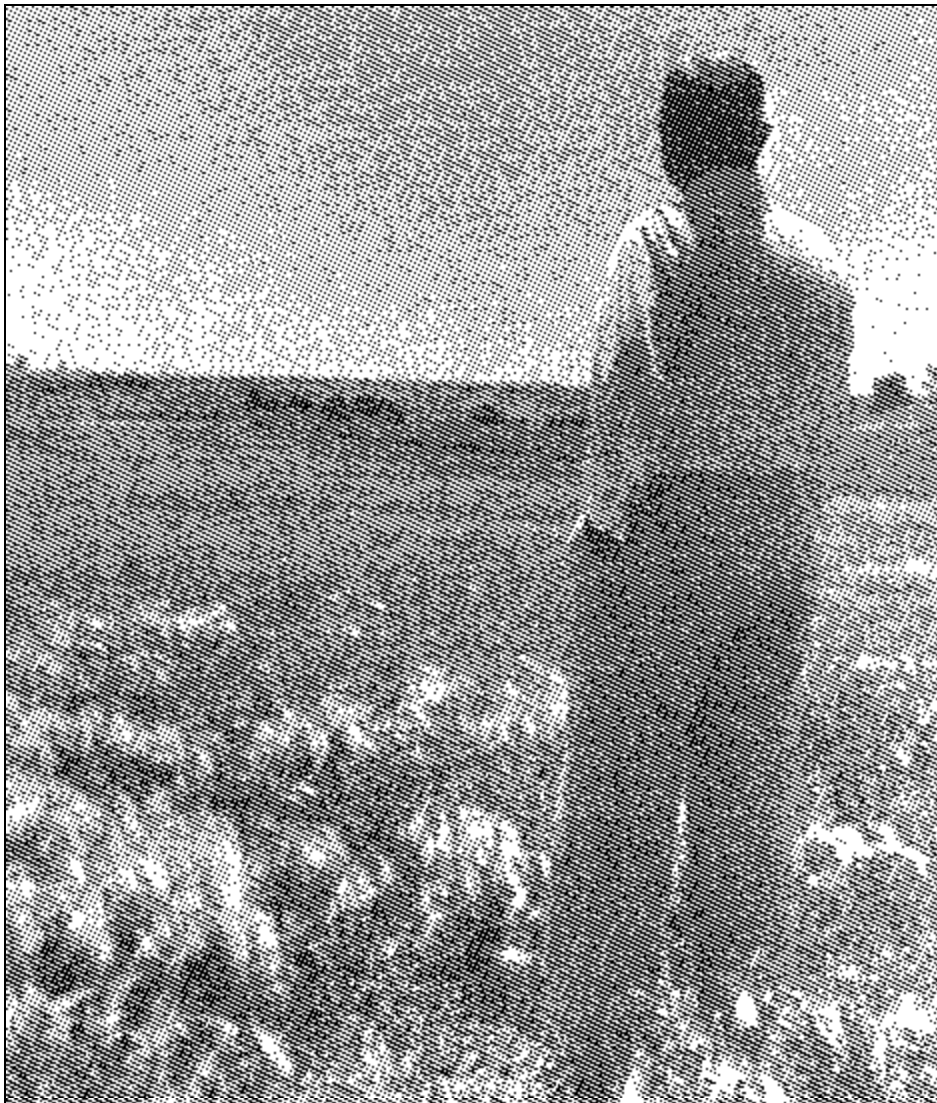
The park partners also will seek to establish stronger connections with other local, regional, and state tourism and information providers. An alliance among these entities will help ensure that everyone is providing accurate, adequate, and current information to the public. This relationship will include the continuation and expansion of training programs, review of existing and proposed literature, and identification of future information/orientation needs. Other potential partners include local historic preservation groups, churches, civic organizations, and diverse ethnic groups.

The individual Truman site partners will continue to consult each other in the planning and design of new interpretive media. The Truman Presidential Museum and Library has already invited the park to assist in reviewing plans for their new exhibits. The park should reciprocate, and in addition to the visitor center proposals, include the other Truman partners in the implementation of many of the other recommendations in this document (i.e., media development for the Noland House). The NPS also can extend the offer of technical assistance in areas of media development to the various partners.

Any expansion of the Truman site education programs should be done in a partnership environment which includes the Truman partners and area educators. In this case, the Truman Presidential Museum and Library may take the lead and work with the park and others to create a more integrated, holistic, seamless, and curriculum-based education program and experiences for youth and adults.

The potential for partner participation in joint personal services activities and outreach programs has been discussed. This could be extended to include special events, seminars, and other Truman related activities.

Other areas of partnership include exploring the potential for integrating ticket sales, and coordinating some of the main theme-related sales publications. If tickets for tours of the Truman Home are sold at many locations, it may be advantageous for visitors to pick up their tickets at the NPS visitor center, wherever that facility resides. This would ensure that visitors see the NPS AV program prior to their tour and give them the opportunity of purchasing items from the cooperating association sales area.



SPECIAL POPULATIONS

Provisions will be made to accommodate the needs of special populations who visit Harry S Truman National Historic Site. Special populations are identified as those with sight, hearing, learning, and mobility impairments; visitors who do not speak English; and the elderly and young children.

Accommodations will be made for access to the sites as well as to most of the interpretive media. Guidelines and regulations are available to assist staff and media/facility designers. Generally, these accommodations will benefit all visitors.

Public Law 90-480, the Architectural Barriers Act, and the Americans With Disabilities Act of 1990 establish standards for physical access. Any new facilities constructed, as a matter of course, will be designed for accessibility for physically disabled visitors and employees.

All new interpretive media will conform to the National Park Service June 1999 Programmatic Accessibility Guidelines for Interpretive Media (see Appendix).



LIBRARY & COLLECTION NEEDS

The following PMIS items describe the current library and collection needs for the Harry S Truman National Historic Site:

PMIS #50027, Initiative/Archive Accreditation for Museum Collection Program

PMIS #38288, Conservation Survey of Collection

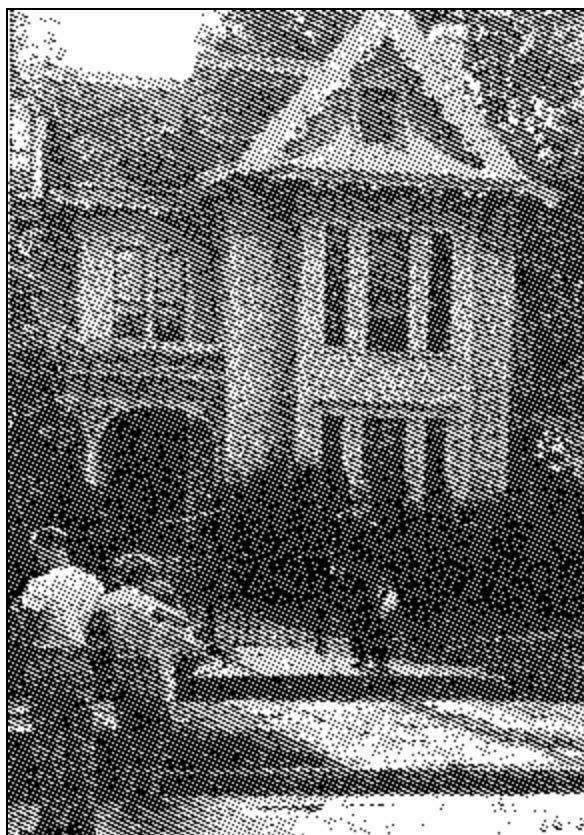
PMIS #38040, Conservation Treatment of the Collection

PMIS #37936, Preserve Truman Home Draperies/Furnishings

PMIS #38291, Study and Preserve Wall Coverings/Paper, Truman Home

PMIS #49972, Preserve Truman Automobile

PMIS #40085, Correct Collection Storage Deficiencies



RESEARCH NEEDS

The following PMIS items describe the current research needs for the Harry S Truman National Historic Site:

PMIS #38126, Archeology Resource Assessment/Overview, Truman Farm

PMIS #38198, Archeology Resource Assessment/Overview,
Wallace/Noland Homes

PMIS #38301, Archeology Resource Survey, Truman Home Grounds

PMIS #37763, Conduct Historic Structures Report, Truman Farm

PMIS #38190, Develop Cultural Landscape Report, Truman Farm

PMIS #38131, Develop Cultural Landscape Report, Wallace/Noland
Homes

PMIS #38036, Structural Investigation, Truman Farm

PMIS #38186, Historic Structures Report, Wallace Properties

PMIS #38296, Develop Administrative History

PMIS #62949, Structural Analysis and Treatment, Truman Farm Garage



STAFFING & TRAINING

To fully implement this long-range interpretive plan, additional funds will be necessary to expand the interpretive staff. New positions will include: front-line interpreters to work at both units of the park, an education specialist, and a historian. The positions listed below are not in priority order:

(4) Park Guides—GS-05

- Provide orientation information for visitors at three visitor contact areas year-round
- Present interpretive programs on- and offsite
- Provide roving interpretation

(1) Education Specialist—GS-09

- Develops curriculum-based interpretive programs on- and offsite
- Works as a liaison between the park and Truman Presidential Museum and Library Education Specialist in providing a total experience for school groups
- Schedules on-site school group visits

(4) Seasonal Park Guides—GS-05

- Provide orientation information for visitors at three visitor contact facilities
- Present interpretive programs
- Provide roving interpretation

(1) Historian—GS-09

- Provides interpreters with historic facts used in interpretive programs
- Presents special interpretive programs
- Researches historic facts that are relevant to ethnic groups not now visiting the park

In addition to ongoing training in interpretive competencies and knowledge of resources, park interpreters, and others who deal with the visiting public need to keep abreast of current research, technologies, programs, and activities, not only as they relate to park resources, but also regarding visitor studies, interpretive media, education, etc. By working across operational division lines, effective and efficient ways to alert and/or involve staff in new or on-going projects and innovations can be explored.

The park and other partners also will explore opportunities to offer interpretive skills and resource training to non-NPS folks who engage in interpretive, education, and information/orientation activities. Training could be offered through scheduled courses, workshops, etc. Potential trainees could include area educators, volunteers, interagency staff, and others throughout the region who offer interpretive and informational services.

SUPPORT RESOURCES & FACILITIES

Adequate space for some interpretive program support functions sometimes gets overlooked in building designs and from determinations of space requirements. The following will serve as a partial checklist for interpretive support needs:

- Storage for official park folder and other free publications
- Storage for cooperating association supplies and sales stock
- Storage for interpretive and education activity materials (props)
- Meeting room(s)
- Activity room(s) for education services
- Staff offices (including the cooperating association and park partners)
- Project work space
- Park library



PRODUCTS

The following is a summary listing of new interpretive media, programs, and/or facilities recommended for Harry S Truman National Historic Site. For facilities, the list does not include things such as mechanical systems, security devices, restrooms, offices, storage areas, workrooms, parking lots, and road/trail development. These items, plus all new/restored structures and furnishings (e.g., seating, information desks, and sales displays) should be included in Denver Service Center, Regional Office, cooperating association, or contractor planning, design, and construction specifications.

The following are organized by site of major program area:

[Also consult the Staffing section for personnel needs.]

Parkwide or Multi-Site

- Official park folder revised
- Site bulletins and other free literature revised/reviewed (ongoing)
- New collaborative Truman site brochure developed
- Park website enhanced/expanded
- Personal services programs revised/expanded
- Curriculum-based education program developed in partnership with others
- Media/program evaluations conducted (on-going)
- Opportunities for new or enhanced partnership agreements explored (ongoing)
- Directional signing reviewed
- Alternative ticket sales procedures reviewed

Independence Visitor Center

- New exhibits planned, designed, produced
- New information desk(s) planned, designed, produced
- New cooperating association sales area planned, designed, produced
- New orientation AV program planned, designed, produced

Noland House

- New exhibits planned, designed, produced (some perhaps with interactive and/or AV components)
- New programmatic access AV/computer program developed for second floor, garage, and grounds of Truman Home
- Historic furnishings plan developed for front room

Truman Home

Options for more in-depth tours and other tour emphases explored

Self-guided walking tour brochure of the neighborhood

Grandview Farm

New exhibits planned, designed, produced for visitor contact center (some perhaps with interactive and/or AV components)

New information desk(s) planned, designed, produced for visitor contact center

New cooperating association sales area planned, designed, produced for visitor contact center

New orientation AV program planned, designed, produced

Wayside exhibit plan developed (perhaps incorporating some AV elements)

Self-guiding interpretive trail developed

Historic furnishings plan developed for farmhouse

Programmatic access AV program developed for second floor of farmhouse

Self-guided walking tour brochure



PRIORITIES

Due to the magnitude and complexity of some of the facility recommendations in this long-range interpretive plan, implementation will need to be phased. Changes in staffing, funding, and other unforeseen circumstances can alter priorities, especially when they contain specific details. Consequently, the following list shows only general prioritization. Specific components of each item can be found in the implementation strategies section of this plan. These priorities should serve as a general guide in developing funding requests and in preparing the annual work program component of the comprehensive interpretive plan.

The implementation priorities for the Harry S Truman National Historic Site's Long-Range Interpretive Plan are as follows:

- 1—PMIS #340085, Correct Collection Storage Deficiencies
- 2—Enhance Park Website
- 3—Develop Stronger Partnerships with Other Truman-Related Sites
- 4—PMIS #50027, Initiate/Archive Accreditation for Museum Collection Program
- 5—PMIS #38126, Archeology Resource Assessment/Overview, Truman Farm
- 6—PMIS #38296, Develop Administrative History
- 7—PMIS #37763, Conduct Historic Structures Report, Truman Farm
- 8—PMIS #62949, Structural Analysis & Treatment, Truman Farm Garage
- 9—Work with City to Improve Directional Signing
- 10—PMIS #38198, Archeology Resource Assessment/Overview, Wallace/Noland Homes
- 11—Explore Development of Joint Tickets with Truman Presidential Museum and Library
- 12—PMIS #50046, Develop Interpretive Exhibit Plan
- 13—PMIS #38190, Develop Cultural Landscape Report, Truman Farm
- 14—PMIS #38301, Archeology Resource Survey, Truman Home Grounds
- 15—PMIS #49972, Preserve Truman Automobile
- 16—PMIS #38131, Develop Cultural Landscape Report, Wallace/Noland Homes
- 17—PMIS #50074, Construct Interpretive Exhibits at Noland Home
- 18—Develop New Introductory Audiovisual Program

- 19—Develop Furnishings Plan for Truman Farm Home
- 20—PMIS #38036, Structural Investigation, Truman Farm
- 21—PMIS #38186, Historic Structures Report, Wallace Properties
- 22—PMIS #38288, Conservation Survey of Collection
- 23—PMIS #38040, Conservation Treatment of Collection
- 24—PMIS #37936, Preserve Truman Home Draperies/Furnishings
- 25—Work with City and Other Attractions to Create a Joint Visitor Center
- 26—PMIS #38291, Study and Preserve Wall Coverings/Paper, Truman Home



PLANNING TEAM & CONSULTANTS

Harry S Truman National Historic Site

James Sanders, Superintendent

Karen Tinnin, Chief, Division of Interpretation

Carol Dage, Chief, Division of Cultural Resources

Jeff Wade, Park Ranger, Interpretation

Valerie Steffen, Park Ranger, Interpretation

Derek Manning, Park Ranger, Interpretation

Jim Hubbell, Park Ranger, Interpretation

Norton Canfield, Park Ranger, Interpretation

Midwest Regional Office

Ron Cockrell, Senior Historian

Harpers Ferry Center

Paul Koehler, Exhibits Specialist, Department of Exhibits

Andy Chamberlain, Staff Curator, Department of Historic Furnishings

Paul Lee, Planner, Department of Interpretive Planning

Consultants

Clay Bauske, Museum Curator, Truman Presidential Museum and Library

Gordon Julich, Supervisor, Heritage Museum & Program, Jackson County Parks and Recreation

Joseph Kelley, Director, 1859 Jail, Marshal's Home & Museum (Representing the City of Independence Tourism Department)

APPENDIX

Special Populations: Programmatic Accessibility Guidelines for Interpretive Media

National Park Service
Harpers Ferry Center

June 1999

Prepared by
Harpers Ferry Center
Accessibility Task Force

Contents
Statement of Purpose
Audiovisual Programs
Exhibits
Historic Furnishings
Publications
Wayside Exhibits

STATEMENT OF PURPOSE

This document is a guide for promoting full access to interpretive media to ensure that people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to National Parks. Just as the needs and abilities of individuals cannot be reduced to simple statements, it is impossible to construct guidelines for interpretive media that can apply to every situation in the National Park System.

These guidelines define a high level of programmatic access which can be met in most situations. They articulate key areas of concern and note generally accepted solutions. Due to the diversity of park resources and the variety of interpretive situations, flexibility and versatility are important.

Each interpretive medium contributes to the total park program. All media have inherent strengths and weaknesses, and it is our intent to capitalize on their strengths and provide alternatives where they are deficient. It should also be understood that any interpretive medium is just one component of the overall park experience. In some instances, especially with regard to learning disabilities, personal services, that is one-on-one interaction, may be the most appropriate and versatile interpretive approach.

In the final analysis, interpretive design is subjective, and dependent on aesthetic considerations as well as the particular characteristics and resources available for a specific program. Success or failure should be evaluated by examining all interpretive offerings of a park. Due to the unique characteristics of each situation, parks should be evaluated on a case by case basis. Nonetheless, the goal is to fully comply with NPS policy:

"...To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the quality of the park experience for everyone."

NPS Special Directive 83-3, Accessibility for Disabled Persons

Audiovisual Programs

Audiovisual programs include video programs, and audio and interactive programs. As a matter of policy, all audiovisual programs produced by the Harpers Ferry Center will include some method of captioning. The Approach used will vary according to the conditions of the installation area and the media format used, and will be selected in consultation with the parks and regions.

The captioning method will be identified as early as possible in the planning process and will be presented in an integrated setting where possible. To the extent possible, visitors will be offered a choice in viewing captioned or uncaptioned versions, but in situations where a choice is not possible or feasible, a captioned version of all programs will be made available. Park management will decide on the most appropriate operational approach for the particular site.

Guidelines Affecting Visitors with Mobility Impairments

1. The theater, auditorium, or viewing area should be accessible and free of architectural barriers, or alternative accommodations will be provided. UFAS 4.1.
2. Wheelchair locations will be provided according to ratios outlined in UFAS 4.1.2(18a).
3. Viewing heights and angles will be favorable for those in designated wheelchair locations.
4. In designing video or interactive components, control mechanisms will be placed in accessible location, usually between 9" and 48" from the ground and no more than 24" deep.

Guidelines Affecting Visitors with Visual Impairments

Simultaneous audio description will be considered for installations where the equipment can be properly installed and maintained.

Guidelines Affecting Visitors with Hearing Impairments

1. All audiovisual programs will be produced with appropriate captions.
2. Copies of scripts will be provided to the parks as a standard procedure.
3. Audio amplification and listening systems will be provided in accordance with UFAS 4.1.2(18b).

Guidelines Affecting Visitors with Learning Impairments

1. Unnecessarily complex and confusing concepts will be avoided.
2. Graphic elements will be chosen to communicate without reliance on the verbal component.
3. Narration will be concise and free of unnecessary jargon and technical information.

Exhibits

Numerous factors affect the design of exhibits, reflecting the unique circumstances of the specific space and the nature of the materials to be interpreted. It is clear that thoughtful, sensitive design can go a long way in producing exhibits that can be enjoyed by a broad range of people. Yet, due to the diversity of situations encountered, it is impossible to articulate guidelines that can be applied universally.

In some situations, the exhibit designer has little or no control over the space. Often exhibits are placed in areas ill suited for that purpose, they may incorporate large or unyielding specimens, may incorporate sensitive artifacts which require special environmental controls, and room decor or architectural features may dictate certain solutions. All in all, exhibit design is an art which defies simple description. However, one central concern is to communicate the message to the largest audience possible. Every reasonable effort will be made to eliminate any factors limiting communication through physical modification or by providing an alternate means of communication.

Guidelines Affecting Visitors with Mobility Impairments

Note: The **Americans with Disabilities Act Accessibility Guidelines (ADAAG)** is the standard followed by the National Park Service and is therefore the basis for the accessibility standards for exhibits, where applicable.

1. Height/position of labels: Body copy on vertical exhibit walls should be placed at between **36"** and **60"** from the floor.
2. Artifact Cases:
 - a. Maximum height of floor of artifact case display area shall be no higher than **30"** from the floor of the room. This includes vitrines that are recessed into an exhibit wall.
 - b. Artifact labels should be placed so as to be visible to a person within a **43"** to **51"** eye level. This includes mounting labels within the case at an angle to maximize its visibility to all viewers.
3. Touchable Exhibits: Touchable exhibits positioned horizontally should be placed no higher than **30"** from the floor. Also, if the exhibit is approachable only on one side, it should be no deeper than **31"**.
4. Railings/barriers: Railings around any horizontal model or exhibit element shall have a maximum height of **36"** from the floor.
5. Information desks: Information desks and sales counters shall include a section made to accommodate both a visitor in a wheelchair and an employee in a wheelchair working on the other side. A section of the desk/counter shall have the following dimensions:
 - a. Height from the floor to the top: **28** to **34** inches. (ADAAG 4.32.4)
 - b. Minimum knee clearance space: **27" high, 30" wide** and **19" deep** of

clearance underneath the desk is the minimum space required under ADAAG 4.32.3, but a space **30" high, 36" wide and 24" deep** is recommended.

c. Width of top surface of section: at least **36 inches**. Additional space must be provided for any equipment such as a cash register.

d. Area underneath desk: Since both sides of the desk may have to accommodate a wheelchair, this area should be open all the way through to the other side. In addition, there should be no sharp or abrasive surfaces underneath the desk. The floor space behind the counter shall be free of obstructions.

6. Circulation Space:

a. Passageways through exhibits shall be at least **36" wide**.

b. If an exhibit passageway reaches a dead-end, an area **60" by 78"** should be provided at the end for turning around.

c. Objects projecting from walls with their leading edges between **27"** and **80"** above the floor shall protrude no more than **4"** in passageways or aisles. Objects projecting from walls with their leading edges at or below **27"** above the floor can protrude any amount.

d. Freestanding objects mounted on posts or pylons may overhang a maximum of **12"** from **27"** to **80"** above the floor. (ADAAG 4.4.1)

e. Protruding objects shall not reduce the clear width of an accessible route to less than the minimum required amount. (ADAAG 4.4.1)

f. Passageways or other circulation spaces shall have a minimum clear head room of **80"**. For example, signage hanging from the ceiling must have at least **80"** from the floor to the bottom edge of the sign. (ADAAG 4.4.2)

7. Floors:

a. Floors and ramps shall be stable, level, firm and slip-resistant.

b. Changes in level between **1/4"** and **1/2"** shall be beveled with a slope no greater than **1:2**. Changes in level greater than **1/2"** shall be accomplished by means of a ramp that complies with ADAAG 4.7 or 4.8. (ADAAG 4.5.2)

c. Carpet in exhibit areas shall comply with ADAAG 4.5.3 for pile height, texture, pad thickness, and trim.

8. Seating - Interactive Stations/Work Areas: The minimum knee space underneath a work desk is **27" high, 30" wide and 19" deep**, with a clear floor space of at least **30" by 30"** in front. The top of the desk or work surface shall be between **28"** and **34"** from the floor. (ADAAG 4.32, Fig.45)

Guidelines Affecting Visitors with Visual Impairments

1. Tactile models and other touchable exhibit items should be used whenever possible. Examples of touchable exhibit elements include relief maps, scale models, raised images of simple graphics, reproduction objects, and replaceable objects (such as natural history or geological specimens, cultural history items, etc.).
2. Typography - Readability of exhibit labels by visitors with various degrees of visual impairment shall be maximized by using the following guidelines:
 - a. Type size - **No** type in the exhibit shall be smaller than **24 point**.
 - b. Typeface - The most readable typefaces should be used whenever possible, particularly for body copy. They are: Times Roman, Palatino, Century, Helvetica and Universe.
 - c. Styles, Spacing - Text set in both caps and lower case is easier to read than all caps. Choose letter spacing and word spacing for maximum readability. Avoid too much italic type.
 - d. Line Length - Limit the line length for body copy to no more than **45 to 50 characters per line**.
 - e. Amount of Text - Each unit of body copy should have a maximum of **45-60 words**.
 - f. Margins - Flush left, ragged right margins are easiest to read.
3. Color:
 - a. Type/Background Contrast - Percentage of contrast between the type and the background should be a **minimum of 70%** .
 - b. Red/Green - Do not use red on green or green on red as the type/background color combination.
 - c. Do not place body copy on top of graphic images that impair readability.
4. Samples: During the design process, it is recommended that samples be made for review of all size, typeface and color combinations for labels in that exhibit.
5. Exhibit Lighting:
 - a. All labels shall receive sufficient, even light for good readability. Exhibit text in areas where light levels have been reduced for conservation purposes should have a minimum of 10 footcandles of illumination.
 - b. Harsh reflections and glare should be avoided.
 - c. The lighting system shall be flexible enough to allow adjustments on-site.
 - d. Transitions between the floor and walls, columns or other structures

should be made clearly visible. Finishes for vertical surfaces should contrast clearly with the floor finish. Floor circulation routes should have a minimum of 10 footcandles of illumination.

6. Signage: When permanent building signage is required as a part of an exhibit project, the ADAAG guidelines shall be consulted. Signs, which designate permanent rooms and spaces, shall comply with ADAAG 4.30.1, 4.30.4, 4.30.5, and 4.30.6. Other signs, which provide direction to or information about functional spaces of the building, shall comply with ADAAG 4.30.1, 4.30.2, 4.30.3, and 4.30.5. Note: When the International Symbol of Accessibility (wheelchair symbol) is used, **the word "Handicapped" shall not be used** beneath the symbol. Instead, use the word "Accessible".

Guidelines Affecting Visitors with Hearing Impairments

1. Information presented via audio formats will be duplicated in a visual medium, such as in the exhibit label copy or by captioning. All video programs incorporated into the exhibit, which contain audio, shall be open captioned.
2. Amplification systems and volume controls should be incorporated with audio equipment used individually by the visitor, such as audio handsets.
3. Information desks shall allow for Telecommunication Devices for the Deaf (TDD) equipment.

Guidelines Affecting Visitors with Learning Impairments

1. The exhibits will present the main interpretive themes on a variety of levels of complexity, so people with varying abilities and interests can understand them.
2. The exhibits should avoid unnecessarily complex and confusing topics, technical terms, and unfamiliar expressions. Pronunciation aids should be provided where appropriate.
3. Graphic elements shall be used to communicate non-verbally.
4. The exhibits shall be a multi-sensory experience. Techniques to maximize the number of senses used in the exhibits should be encouraged.
5. Exhibit design shall use color and other creative approaches to facilitate comprehension of maps by visitors with directional impairments.

Historic Furnishings

Historically refurbished rooms offer the public a unique interpretive experience by placing visitors within historic spaces. Surrounded by historic artifacts visitors can feel the spaces "come alive" and relate more directly to the historic events or personalities commemorated by the park.

Accessibility is problematical in many NPS furnished sites because of the very nature of historic architecture. Buildings were erected with a functional point of view that is many times at odds with our modern views of accessibility.

The approach used to convey the experience of historically furnished spaces will vary from site to site. The goals, however, will remain the same, to give the public as rich an interpretive experience as possible given the nature of the structure.

Guidelines Affecting Visitors with Mobility Impairments

1. The exhibit space should be free of architectural barriers or a method of alternate accommodation should be provided, such as slide programs, videotaped tours, visual aids, dioramas, etc.
2. All pathways, aisles, and clearances shall (when possible) meet standards set forth in UFAS 4.3 to provide adequate clearance for wheelchair routes.
3. Ramps shall be as gradual as possible and not exceed a 1" rise in 12" run, and conform to UFAS 4.8.
4. Railings and room barriers will be constructed in such a way as to provide unobstructed viewing by persons in wheelchairs.
5. In the planning and design process, furnishing inaccessible areas, such as upper floors of historic buildings, will be discouraged unless essential for interpretation.
6. Lighting will be designed to reduce glare or reflections when viewed from a wheelchair.
7. Alternative methods of interpretation, such as audiovisual programs, audio description, photo albums, and personal services will be used in areas which present difficulty for visitors with physical impairments.

Guidelines Affecting Visitors with Visual Impairments

1. Exhibit typefaces will be selected for readability and legibility, and conform to good industry practice.
2. Audio description will be used to describe furnished rooms, where appropriate.
3. Windows will be treated with film to provide balanced light levels and minimize glare.
4. Where appropriate, visitor-controlled rheostat-type lighting will be provided to augment general room lighting.
5. Where appropriate and when proper clearance has been approved, surplus artifacts or reproductions will be utilized as "hands-on" tactile interpretive devices.

Guidelines Affecting Visitors with Hearing Impairments

1. Information about room interiors will be presented in a visual medium such as exhibit copy, text, pamphlets, etc.
2. Captions will be provided for all AV programs relating to historic furnishings.

Guidelines Affecting the Visitors with Learning Impairments

1. Where appropriate, hands-on participatory elements geared to the level of visitor capabilities will be used.
2. Living history activities and demonstrations, which utilize the physical space as a method of providing multi-sensory experiences, will be encouraged.

Publications

A variety of publications are offered to visitors, ranging from park folders, which provide an overview and orientation to a park, to more comprehensive handbooks. Each park folder should give a brief description of services available to visitors with disabilities, list significant barriers, and note the existence of TDD phone numbers, if available.

In addition, informal site bulletins are often produced to provide more specialized information about a specific site or topic. It is recommended that each park produce an easily updatable "Accessibility Site Bulletin" which could include detailed information about the specific programs, services, and opportunities available for visitors with disabilities and to describe barriers which are present in the park. A template for this site bulletin will be on the Division of Publications website for parks to create with ease, a consistent look throughout the park service. These bulletins should be in large type, 16 points minimum and follow the large-print criteria below.

Guidelines Affecting Visitors with Mobility Impairments

1. Park folders, site bulletins, and sales literature will be distributed from accessible locations and heights.
2. Park folders and Accessibility Site Bulletins should endeavor to carry information on the accessibility of buildings, trails, and programs by visitors with disabilities.

Guidelines Affecting Visitors with Visual Impairments

1. Publications for the general public:
 - a. Text
 - (1) Size: the largest type size appropriate for the format.
(preferred main body of text should be 10pt)
 - (2) Leading should be at least 20% greater than the font size used.
 - (3) Proportional letterspacing
 - (4) Main body of text set in caps and lower case.
 - (5) Margins are flush left and ragged right
 - (6) Little or no hyphenation is used at ends of lines.
 - (7) Ink coverage is dense

(8) Underlining does not connect with the letters being underlined.

(9) Contrast of typeface and illustrations to background is high (70% contrast is recommended)

(10) Photographs have a wide range of gray scale variation.

(11) Line drawings or floor plans are clear and bold, with limited detail and minimum 8 pt type.

(12) No extreme extended or compressed typefaces are used for main text.

(13) Reversal type should be minimum of 11 point medium or bold sans-serif type.

b. The paper:

(1) Surface preferred is a matte finish. Dull-coated stock is acceptable.

(2) Has sufficient weight to avoid "show-through" on pages printed on both sides.

2. Large-print version publications:

a. Text

(1) Size: minimum 16 point type.

(2) Leading is 16 on 20pt.

(3) Proportional letterspacing

(4) Main body of text set in caps and lower case.

(5) Margins are flush left and ragged right.

(6) Little or no hyphenation is used at ends of lines.

(7) Ink coverage is dense.

(8) Underlining does not connect with the letters being underlined.

(9) Contrast of typeface and illustrations to background is high (70% contrast is recommended)

(10) Photographs have a wide range of gray scale variation.

(11) Line drawings or floor plans are clear and bold, with limited detail and minimum 14 pt type.

(12) No extreme extended or compressed typefaces are used for main text.

(13) Sans-serif or simple-serif typeface

(14) No oblique or italic typefaces

(15) Maximum of 50 characters (average) per line.

(16) No type is printed over other designs.

(17) Document has a flexible binding, preferably one that allows the publication to lie flat.

(18) Gutter margins are a minimum of 22mm; outside margin smaller but not less than 13mm.

b. Paper:

(1) Surface is off-white or natural with matte finish.

(2) Has sufficient weight to avoid "show-through" on pages printed on both sides.

3. Maps:

a. The less clutter the map, the more visitors that can use it.

b. The ultimate is one map that is large-print and tactile.

c. Raised line/tactile maps are something that could be developed in future, using our present digital files and a thermaform machine. Lines are distinguished by lineweight, color and height. Areas are distinguished by color, height, and texture.

d. The digital maps are on an accessible web site.

e. Same paper guides as above.

f. Contrast of typeface background is high. (70% contrast is recommended)

g. Proportional letterspacing

h. Labels set in caps and lower case

i. Map notes are flush left and ragged right.

j. Little or no hyphenation is used as ends of lines.

k. No extreme extended or compressed typefaces are used for main text.

l. Sans-serif or simple-serif typeface.

4. The text contained in the park folder should also be available on audiocassette, CD and accessible web site. Handbooks, accessibility guides, and other publications should be similarly recorded where possible.

5. The official park publication is available in a word processing format. This could be translated into Braille as needed.

Guidelines Affecting Visitors with Hearing Impairments

Park site bulletins will note the availability of such special services as sign language interpretation and captioned programs.

Guidelines Affecting Visitors with Learning Impairments

1. The park site bulletin should list any special services available to these visitors.

2. Publications:

- a. Use language that appropriately describes persons with disabilities.
- b. Topics will be specific and of general interest. Unnecessary complexity will be avoided.
- c. Whenever possible, easy to understand graphics will be used to convey ideas, rather than text alone.
- d. Unfamiliar expressions, technical terms, and jargon will be avoided. Pronunciation aids and definitions will be provided where needed.
- e. Text will be concise and free of long paragraphs and wordy language.

Wayside Exhibits

Wayside exhibits, which include outdoor interpretive exhibits and signs, orientation shelter exhibits, trailhead exhibits, and bulletin boards, offer special advantages to visitors with disabilities. The liberal use of photographs, artwork, diagrams, and maps, combined with highly readable type, make wayside exhibits an excellent medium for visitors with hearing and learning impairments. For visitors with sight impairments, waysides offer large type and high legibility.

Although a limited number of NPS wayside exhibits will always be inaccessible to visitors with mobility impairments, the great majority are placed at accessible pullouts, viewpoints, parking areas, and trailheads.

The NPS accessibility guidelines for wayside exhibits help insure a standard of quality that will be appreciated by all visitors. Nearly everyone benefits from high quality graphics, readable type, comfortable base designs, accessible locations, hard-surfaced exhibit pads, and well-landscaped exhibit sites.

While waysides are valuable on-site "interpreters," it should be remembered that the park resources themselves are the primary things visitors come to experience. Good waysides focus attention on the features they interpret, and not on themselves. A wayside exhibit is only one of the many interpretive tools which visitors can use to enhance their appreciation of a park.

Guidelines Affecting Visitors with Mobility Impairments

1. Wayside exhibits will be installed at accessible locations whenever possible.
2. Wayside exhibits will be installed at heights and angles favorable for viewing by most visitors including those in wheelchairs. For standard NPS low-profile units the recommended height is 30 inches from the bottom edge of the exhibit panel to the finished grade; for vertical exhibits the height of 6-28 inches.
3. Trailhead exhibits will include information on trail conditions which affect accessibility.

4. Wayside exhibit sites will have level, hard surfaced exhibit pads.
5. Exhibit sites will offer clear, unrestricted views of park features described in exhibits.

Guidelines Affecting Visitors with Visual Impairments

1. Exhibit type will be as legible and readable as possible.
2. Panel colors will be selected to reduce eyestrain and glare, and to provide excellent readability under field conditions. White should not be used as a background color.
3. Selected wayside exhibits may incorporate audio stations or tactile elements such as models, texture blocks, and relief maps.
4. For all major features interpreted by wayside exhibits, the park should offer non-visual interpretation covering the same subject matter. Examples include cassette tape tours, radio messages, and ranger talks.
5. Appropriate tactile cues should be provided to help visually impaired visitors locate exhibits.

Guidelines Affecting Visitors with Hearing Impairments

1. Wayside exhibits will communicate visually, and will rely heavily on graphics to interpret park resources.
2. Essential information included in audio station messages will be duplicated in written form, either as part of the exhibit text or with printed material.

Guidelines Affecting Visitors with Learning Impairments

1. Topics for wayside exhibits will be specific and of general interest. Unnecessary complexity will be avoided.
2. Whenever possible, easy to understand graphics will be used to convey ideas, rather than text alone.
3. Unfamiliar expressions, technical terms, and jargon will be avoided. Pronunciation aids and definitions will be provided where needed.
4. Text will be concise and free of long paragraphs and wordy language.